

DD S R E G I S T R Y

FILE

Meetings (Deputies)
13 July 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Deputies Meeting on 7 July 1972

1. On 7 July the Executive Director-Comptroller held a meeting with the Deputy Directors. In attendance were:

DDS&T

ADDI

ADDS

ADDP

General Counsel

Inspector General

Director of Personnel

D/PPB and

(first three topics only)

FY 1973 and FY 1974 Fund and Position Control Figures

2. The Executive Director distributed a memorandum to each Deputy conveying the Director's authorization of fund and staff personnel for FY 73 and 74. He called attention to a new procedure which gives each Deputy authority to adjust positions between his offices, provided notification is made to the Director of Personnel and Director of PPB.

Procedures for Budget Execution

3. The Executive Director distributed a draft paper, "New Procedures for Budget Execution," and asked that comments be provided, after which he will review the topic with the Director. He highlighted the elimination of the 150K rule and said that it will be up to the Deputies to seek the Director's understanding or approval of truly significant projects with major policy overtones irrespective of the dollar amount. He noted his plans to conduct a monthly audit of project expenditures at the office sub-element level.

MORI/CDF Pages 1-3

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AND METHODS INVOLVED

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OMB Circular A-44

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Senior Seminar

5. The Executive Director reviewed his understanding of each Deputies' view on this topic, and each elaborated on same. After a full discussion, it was decided to run the Seminar once a year (January) for 25 to 30 participants who have at least one promotion ahead of them. Participants may be in grades GS-15 and above, and it is understood that, if an individual attends, this does not automatically mitigate against his attendance at other senior schools.

Civil Service Discontinued Service Retirement and CIA Involuntary Retirement

6. The Executive Director introduced the subject by observing that some employees erroneously view these retirement provisions as a right which may be opted for at their own convenience when, in fact, they are only to be used when the Agency as a whole, or a major element of it, is in a surplus situation. The Director of Personnel highlighted retirement statistics and underlined that we have consumed [] retiree 25X1 quota approved by Congress through June 1974. A discussion followed, and it was decided that liberalized retirement options will be applied only where a true surplus exists.

Youth Study

7. The Executive Director observed that problems of communication and motivation are not particular to youth. The ADDS said that the Senior Committee of the Human Resources Study Group has prepared a follow-on report. The Executive Director asked that it be circulated before any decision is made with respect to further action.

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Selection of MAG Representatives

3. The Executive Director noted distribution of MAG's paper on this topic. It was noted that it is a thoughtful appreciation of their function and selection which is offered as guidance in the future selection of Management Advisory Group personnel by each Deputy.

Cable Summary by Cable Secretariat

9. In response to the Executive Director's question, the ADDI said that he finds these reports useful. The ADDP does not.

Absences of Senior Officials

10. The Executive Director said that reports on absences of senior officials need not be made in writing but could be phoned to his office.

Equal Employment Opportunity Goals

11. The Executive Director observed that EEO quotas will not be imposed but urged the Deputies to set goals against which they can gauge their own performance.

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Assistant to the Executive Director

Attachment:

Agenda

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Executive Registry

72-3761

3 July 1972

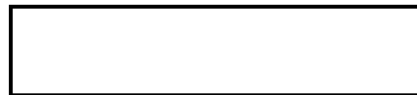
MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Deputy Director for Support
General Counsel
Inspector General

SUBJECT : Agenda for the Deputies Meeting on 7 July 1972

1. A Deputies Meeting will be held on 7 July at 2:30 p.m. in the DCI Conference Room.

2. The Agenda is as follows:

- a. Senior Seminar -- Continuation or Modification.
- b. Civil Service Discontinued Service Retirement and CIARDS Involuntary Retirement -- Policy for FY 1973. *see DD/S 72-24-27*
- c. OMB Circular A-44 -- Action and Reporting Requirements.
- d. CIA "Youth Study" -- Discussion of Additional Study or Action.
- e. Selection of MAG representatives (MAG memorandum attached).



W. L. Conby

Executive Director-Comptroller

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cc: Director of Personnel

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Executive Registry

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22 June 1972

MEMORANDUM FOR: Executive Director-Comptroller

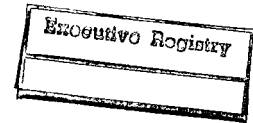
SUBJECT: Appointments to the Management Advisory Group

1. The Management Advisory Group has given some thought in recent months to such problems as lack of awareness of MAG's existence; attendance at MAG meetings; ability of MAG members to follow through on assigned projects; and greater involvement in and use of MAG at the Directorate and Office level. The question of selection of MAG representatives appears to us directly related to these problems. More careful and precise selection procedures could help to ensure that those chosen want to serve, are fully aware of and capable of dealing with the responsibilities involved, and are willing and able both to adjust their regular working schedules on occasion and to spend whatever extra time is needed. Moreover, a revision of procedures could ensure that the decision involves more than a few people in the front office of the Directorates and that more people become aware of MAG's functions.

2. MAG believes that management also could benefit by careful selection of appointees. If those serving are fully qualified in every way, then they could more effectively fulfill the advisory and communication role for which MAG was created. Moreover, because MAG offers a unique form of executive training with exposure to "Agency capabilities, problems, limitations, and dynamics," management could use its MAG choices as part of an overall career development plan for promising officers.

3. MAG therefore recommends that each Directorate re-examine its selection procedures and consider alternative methods. MAG would like to see all Directorates use a

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system which involves various components below the Directorate level in the selection process and which encourages interested individuals to apply for a position on MAG. More precisely, MAG recommends that various Staffs and Offices submit yearly to the front offices of their respective Directorates a list of names from which MAG appointments for that Directorate would be chosen. Names could be added yearly to that list and deletions made when necessary. Special care should be taken to ensure that candidates are interested, available and qualified to carry out MAG's responsibilities. The final choice would be made by the individual Directorates. Those chosen should be between 30 and 45 years of age; in grades 12-16; should possess a recent pattern of Fitness Reports of at least Strong; and should have had the Midcareer Course, or experience in Agency-wide issues and activities, or strong interest in these areas. It would be preferable if appointees in each Directorate represented different age and grade categories.

4. To ensure that all interested individuals are considered, Offices and Staffs should institute a procedure used very successfully by NPIC in making appointments to its Training Selection Panel and Career Service Board. NPIC regularly circulates memoranda inviting employees who are interested in serving in either capacity to apply. The memoranda contain guidelines and list duties. A sample of a possible memorandum which could be circulated on MAG is attached. Those who apply would be considered along with any other candidates the Office deemed suitable.

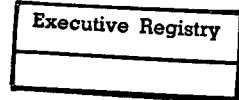
5. MAG has been fortunate, for the most part, in having members who have met the criteria of interest, availability and suitability. The present system is haphazard, however, and a change in the selection process could help to ensure that MAG remains an effective instrument. !?

MANAGEMENT ADVISORY GROUP

ATTACHMENT

Sample Memorandum

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MEMORANDUM FOR: All Personnel

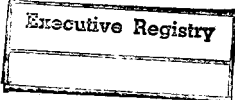
SUBJECT: Selection of Officers for the Management
Advisory Group

1. To encourage officers who want to serve as representatives on the Management Advisory Group, I invite those who wish to be considered to advise their Branch and Division Chiefs of their interest. Those who apply will be considered along with any other candidates the Office deems suitable. A limited number of names will then be sent to the Deputy Directors and the final selection made there. Those chosen will serve a one year term.

2. MAG was set up in 1969 to provide new opportunities for a dialogue between management and responsible officers at a lower level; to expose middle-grade officers to Agency capabilities, problems, limitations and dynamics; to render an advisory service to management by identifying issues and problems or by commenting on those already identified; and to provide vertical communication outside (but not in violation of) formal channels. MAG has been involved in evaluating such questions as R and D organization, language training, work schedules, the Agency's "image", employee morale, the role of younger officers, the Career Training Program, personnel management and many other issues.

3. Those appointed would be expected to attend all meetings, which generally include one all-day or half day meeting per month as well as one evening meeting. He or she would be expected to take on various tasks which could necessitate investigation, research,

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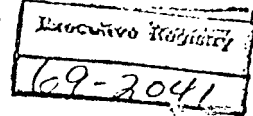
writing, interviewing or other activity. The appointee would probably serve as a co-chairman for a limited period and would be responsible for coordinating and directing all MAG activities during that time. At the same time, MAG members are expected fully to carry out their regular Office duties and responsibilities. Because service on MAG is time consuming, I would encourage only those who are willing and able to adjust their regular work schedules accordingly and to spend whatever extra time is needed to apply.

4. The following criteria will govern selection of candidates:
 - a. Participants should be between 30 and 45 years of age.
 - b. Participants should be selected from officers in grades 12 through 16.
 - c. Each should possess a recent pattern of Fitness Reports of at least Strong and should have had the Midcareer Course, or experience in Agency-wide issues and activities, or strong interest in these areas.
5. Employees who wish to be considered are encouraged to talk to the present members serving on MAG before making a decision to apply.

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17 APR 1969

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Support
Deputy Director for Science & Technology

SUBJECT : Management Advisory Group (MAC)

1. I have reviewed with the Director the essence of our discussions over the past few weeks on the merits of the "Six O'Clock Group," which we will refer to in the future as the Management Advisory Group (MAC). The Director asked that we take prompt steps to establish the MAC.

2. The purposes of MAC will be substantially those which we discussed, namely:

-- To provide new opportunities for a dialogue between existing management and promising, responsible CIA officers.

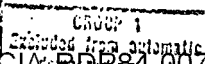
-- To expose middle-grade officers to Agency capabilities, problems, limitations, and dynamics.

-- To render an advisory service to management by identifying issues and problems, or commenting upon those already identified by management, with respect to Agency long-range planning and short-range plans, programs, and actions.

-- To provide vertical communication outside (but not in violation of) formal channels.

3. The immediate task is for you to nominate participants. I would like to receive your nominations no later than 5 May since I would hope that we could have our first session sometime in early June. In forwarding the names of your nominees, please indicate their grade, age, and current position. Also indicate whether you have chosen them to serve an initial period of six months or a full-year tour. In selecting your three (3) participants, please conform

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with the following criteria:

a. One participant will be selected from each of the following age brackets: 30-35; 36-40; 41-45.

b. Participants should be selected from officers in Grades 12-16, preferably with none from your Directorate having the same grade.

c. Each should possess a recent pattern of Fitness Report evaluations of at least Strong and preferably Outstanding. It would be advantageous for participants to have attended the Midcareer Course or to have had some comparable experience of Agency orientation.

d. No participant will be an Executive Assistant of the DCI, DDCI, Executive Director, or a Deputy Director in that these individuals have adequate opportunities to convey views to management.

e. Officers should be selected who can serve a one-year tour. However, in order to provide continuity one officer from each Directorate and the DCI area will be designated to initially serve only a six-month tour.

4. I have alerted the Director of Security to process promptly the appropriate Codeword clearances for each participant. In forwarding the data on each nominee, please indicate active security clearance held by each.

5. Our current thinking is that at the outset MAG will meet bi-weekly. After an initial shakedown and get-acquainted period, the MAG participants may elect to meet on a monthly basis.

6. I think we are all in agreement that the effectiveness of MAG will be a direct function of the interest and dedication of the participants. I urge you to select those who not only can make a substantial contribution and have a genuine concern for improving the continued good health of the Agency, but who are also willing to devote a substantial number of extra hours to this endeavor.

/s/

L. K. White
Executive Director-Comptroller

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